



GLOBAL ENGAGEMENT  
A Vision for the 21<sup>st</sup> Century Air Force

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# GLOBAL ENGAGEMENT: A Vision for the 21<sup>st</sup> Century Air Force

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## **AIR FORCE MISSION:**

To defend the United States through control and exploitation of air and space

## **AIR FORCE VISION STATEMENT:**

Air Force people building the world's most respected Air and Space force ... global power and reach for America

## **AIR FORCE CORE COMPETENCIES:**

Our Nation's Air Force develops, trains, sustains and integrates the elements of air and space power to produce:

- Air and space superiority
- Global attack
- Rapid global mobility
- Precision engagement
- Information superiority
- Agile combat support

Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies.



# Air Force CORE COMPETENCIES

Our Nation's Air Force develops, trains, sustains and integrates the elements of air and space power to produce:

**AIR AND SPACE SUPERIORITY**  
**GLOBAL ATTACK**  
**RAPID GLOBAL MOBILITY**  
**PRECISION ENGAGEMENT**  
**INFORMATION SUPERIORITY**  
**AGILE COMBAT SUPPORT**

Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies.

DTIC QUALITY INSPECTED



## Department of the Air Force Washington, DC

Welcome to the United States Air Force vision into the first quarter of the 21st Century. This vision is one of air and space power and covers all aspects of our Air Force – people, capabilities, and support structures. It charts a path into the next century as an Air Force team within a joint team.

While *Global Reach-Global Power* has served us well, extraordinary developments in the post-Cold War era have made it essential that we design a new strategic vision for the United States Air Force. As a result, we embarked on an intensive 18-month effort to develop a comprehensive vision to shape the nation's Air Force during the first quarter of the 21st Century. This endeavor culminated in a week-long meeting of senior Air Force leaders who agreed on the future direction of our Service.

*Global Engagement: A Vision for the 21st Century Air Force* flows from the National Security Strategy and is our continuing commitment to provide America the air and space capabilities required to deter, fight and win. This vision is grounded in the Chairman of the Joint Chiefs of Staff concept of how we will fight in the early 21st Century – *Joint Vision 2010*. Moreover, it embodies our belief that in the 21st Century, the strategic instrument of choice will be air and space power.

In the end, our success in implementing this vision will depend on the outstanding men and women who make up the nation's Air Force.



Ronald R. Fogelman  
General, USAF  
Chief of Staff



Sheila E. Widnall  
Secretary of the Air Force

"...[L]aws and institutions

must go hand in hand with  
the progress of the  
mind.... As new  
discoveries are made,  
new truths disclosed, and  
manners and opinions  
change with the changing  
circumstances,  
Institutions must advance  
also, and keep pace with  
the times."

Thomas Jefferson

**C**hange in the world around us requires change in the Air Force.

The end of the Cold War swept away national security requirements that had appeared to be fixtures of the global security landscape. The Air Force anticipated the change and produced a vision for dealing with the post-Cold War world in the groundbreaking document, *Global Reach – Global Power*. This vision has guided the restructuring and modernization of the Air Force for the past six years. Because the change and uncertainty of the immediate post-Cold War era will endure, the Air Force must forge a new vision that will guide it into the 21st Century.

To enable the Air Force to meet the challenges of change, the Secretary and Chief of Staff of the Air Force initiated a rigorous, systematic, multi-faceted examination of future demands on the Air Force as a member of America's joint military force. This revolutionary effort has had the deep involvement of Air Force leaders. It was guided by a Board of Directors consisting of senior military and civilian leaders, and chaired by the Air Force Vice Chief of Staff.

After extensive study and discussion, the Air Force senior leadership began to build this Air Force vision for the 21st Century. It was shaped by *Joint Vision 2010*, the new guidance published by the Chairman of the Joint Chiefs of Staff. Air Force leaders understood that their new strategic vision must meet the national security needs of the nation, and a national military strategy that has as its focus an increasingly U.S.-based contingency force. The Air Force also recognizes the emerging reality that in the 21st Century it will be possible to find, fix or track and target anything that moves on the surface of the earth.

*Global Engagement: A Vision for the 21st Century Air Force* is based on a new understanding of what air and space power mean to the nation – the ability to hit an adversary's strategic centers of gravity directly as well as prevail at the operational and tactical levels of warfare. Global situational aware-

ness, the ability to orchestrate military operations throughout a theater of operations and the ability to bring intense firepower to bear over global distances within hours to days, by its very existence, gives national leaders unprecedented leverage, and therefore advantages.

This strategic vision addresses the entire Air Force – people, capabilities and infrastructure – and charts the course of the Air Force into the first quarter of the 21st Century. The vision is the first step in the Air Force's back-to-the-present approach to long-range planning. Although this strategic vision document establishes overall direction, the Air Force will develop a Long-Range Plan to make the vision come true. Formulating a coherent, shared strategic vision is a critical step, but the real challenge is to make the vision actionable and implementable.

### The Security Environment Is Changing

| Yesterday   | Tomorrow   |
|---|--|
| Known adversaries and understood threats                      | Unpredictable opponents, unknown challenges            |
| National survival at stake                                    | Vital interests at risk                                |
| Homeland at risk of Soviet nuclear attack                     | Homeland at high risk of limited terrorist attacks     |
| Humanitarian and "lesser" operations a sideline               | Multiple humanitarian and "lesser" operations the norm |
| Limited access to "leading-edge" technologies                 | Global technological proliferation                     |
| Slow spread of nuclear, biological and chemical (NBC) weapons | Rapid spread of NBC weapons                            |
| Combat oriented to open plains, deserts                       | Conflict also likely in cities, jungles and mountains  |
| Extensive forward-basing structure                            | Project power increasingly from the U.S.               |
| Information an adjunct to weapons                             | Information as a weapon/target                         |

# Introduction



**E**xplorations of the future must proceed from where the Air Force stands today: the world's most powerful air and space force. New technology and new operational concepts already offer an alternative to the kind of military operation that pits large numbers of young Americans against an adversary in brute, force-on-force conflicts. This new way of war leverages technologically superior U.S. military capabilities to achieve national objectives. It is a strategy of asymmetric force that applies U.S. advantages to strike directly at an adversary's ability to wage war. It offers potentially decisive capabilities to the Joint Force Commander to dominate the conduct of an adversary's operations across the spectrum of conflict.

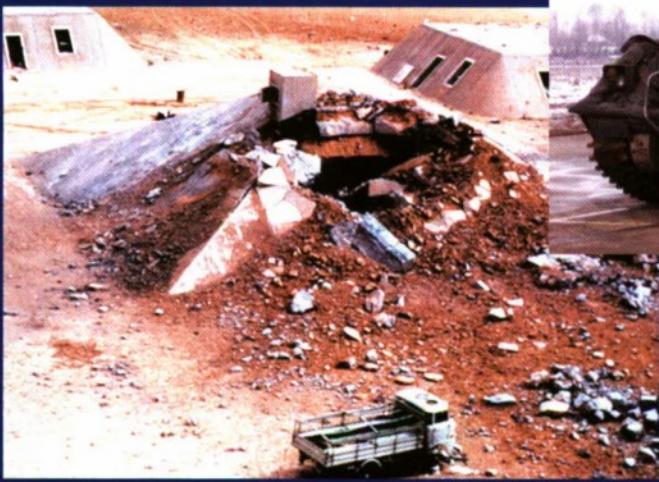
But technology and tactics only go so far. Our core values, history, mission and the professionalism with which they are brought together are what make us the institution we are today. Our core values are simple and forthright:

- Integrity first
- Service before self
- Excellence in all we do

These values are both a guide and source of great pride to the men and women of the Air Force team. As we plan for the future, it is important to remember that what makes the Air Force successful will not change. Quality people define the Air Force. From the flightline to the depot to the workstation transmitting on-orbit satellite repair instructions, it is the professionalism and dedication of our people that makes the Air Force the preeminent air and space force to meet the nation's needs.

The men and women of the Air Force can build upon a tremendous heritage. They are the beneficiaries of an Air Force forged in World War II by the vision of airmen such as General Henry H. (Hap) Arnold. We have the opportunity today, on the eve of the 21st Century, to build a new vision that will ensure the future vitality of our force. Our challenge is to dominate air and space as a unique dimension of military power. *Global Engagement* provides the strategic blueprint for meeting that challenge.

# Today's Air Force



For all the transformation the world will undergo in the next 30 years, fundamental U.S. national security objectives will remain largely as they have been for the past 220 years: to ensure our survival as a nation, secure the lives and property of our citizens, and protect our vital national interests.

Securing those vital interests under future conditions, however, will significantly change the demand for U.S. military capabilities into the 21st Century. In *Joint Vision 2010*, the Chairman of the Joint Chiefs of Staff has provided a common direction for our Services into the next century. The Chairman's vision calls for the capability to dominate an opponent across the range of military operations – Full Spectrum Dominance. The plan to achieve this goal comprises four operational concepts to guide future joint warfare development – Dominant Maneuver, Precision Engagement, Full-Dimensional Protection and Focused Logistics. In addition, Full Spectrum Dominance requires Information Superiority, the capability to collect, process, analyze and disseminate information while denying an adversary's ability to do the same.



#### Joint Vision 2010 – Guidance toward 2025

These concepts form a lens through which the Air Force looks to the first quarter of the 21st Century.

### What the Nation Will Need From Its Military in 2025

#### What?

Protect the nation's interests, wherever and however they are threatened

Respond to new challenges and new missions

Hedge against surprises

Support national information needs

Provide strategic and operational choices

Respond to changing science and technology

#### Where?

In non-traditional environments

In the shadow of NBC weapons, or after the use of NBC weapons

Increasingly from the CONUS

Global infosphere

#### How?

To win the nation's wars decisively by dominating the battlespace

With minimal human losses

With minimal collateral damage

With reasonable demands on the nation's resources

In accordance with the nation's values

As partners in joint-combined and regional operations

#### When?

Immediately, when called upon

# Planning Into the Next Century



**F**ull Spectrum Dominance depends on the inherent strengths of modern air and space power – speed, global range, stealth, flexibility, precision, lethality, global/theater situational awareness and strategic perspective. Air and space power also contributes to the level of engagement and presence necessary to protect and promote U.S. national interests by augmenting those forces that are permanently based overseas with temporary or rotational deployments and power projection missions.

Ensuring that air and space power continues to make its unique contributions to the nation's Joint Team will take the Air Force through a transition of enormous importance. We are now transitioning from an *air force* into an *air and space* force on an evolutionary path to a *space and air* force. The threats to Americans and American forces from the use of space by adversaries are rising while our dependence on space assets is also increasing. The medium of space is one which cannot be ceded to our nation's adversaries. The Air Force must plan to prevail in the use of space.

Space is already inextricably linked to military operations on land, sea and in the air. Several key military functions are migrating to space: Intelligence, Surveillance and Reconnaissance (ISR); warning; position location; weapons guidance; communications; and, environmental monitoring. Operations that now focus on air, land and sea will ultimately evolve into space.

All the Services depend heavily on space assets to support their missions. The Commander-in-Chief of U.S. Space Command (USCINCSPACE) is already tasked with the missions of space control and force application in support of the joint warfighter. The Air Force will sustain its stewardship of space and will fully integrate Air Force space capabilities in joint efforts to support the needs of the nation.

The Air Force recognizes that any further use of space will be driven by national policy, international events, threats moving through and from space, and threats to U.S. space assets. However, the nation will expect the Air Force to be prepared to defend U.S. interests in space when necessary.

# Air and Space Power for the Next Century

# 2025 JOINT FORCE TEAM

AIR AND SPACE POWER

GLOBAL AWARENESS & COMMAND AND CONTROL

GLOBAL ATTACK

AIR & SPACE SUPERIORITY

INFORMATION SUPERIORITY

PRECISION ENGAGEMENT

AGILE COMBAT SUPPORT

RAPID GLOBAL MOBILITY

QUALITY PEOPLE

**O**ur core competencies represent the combination of professional knowledge, airpower expertise, and technological know-how that, when applied, produces superior military capabilities. A particular core competency is not necessarily unique to the Air Force. Speed, flexibility, and the global nature of its reach and perspective distinguish the Air Force's execution of its core competencies.

The first quarter of the 21st Century will demand that the Joint Force Commander field robust, flexible capabilities to cope with a wide range of contingencies. Each military service must present to the combatant commander a set of relevant and complementary capabilities. This presentation allows the Joint Force Commander to consider all options available, and to tailor campaign plans to best meet the military objectives of the mission.

The Air Force contribution to the Joint Force Team is graphically depicted as an arch at left. It begins with a foundation of quality people. Air Force men and women carry out the core competencies of Air and Space Superiority, Global Attack, Rapid Global Mobility, Precision Engagement, Information Superiority, and Agile Combat Support. These are represented as an arch because they are all mutually supporting and provide synergistic effects. These competencies are brought together by global awareness and command and control to provide air and space power to the Joint Force Team.

Within the Air Force, core competencies provide a bridge between doctrine and the acquisition and programming process. In the context of long-range planning, defining future core competencies provides strategic focus for the vision. Each core competency illuminates part of the strategic vision that will guide decisions and set the course toward the Air Force of the 21st Century.

## Air Force Commitment to Innovation

The key to ensuring today's Air Force core competencies will meet the challenge of tomorrow is *Innovation*. Innovation is part of our heritage as airmen. The Air Force was born of a new technology—manned powered flight. Innovation will enable the Air Force to evolve from an air force to an air and space force on its path toward space.

The Air Force is committed to a vigorous program of experimenting, testing, exercising and evaluating new operational concepts and systems for air and space power. It will provide additional emphasis in six areas of ongoing activity in Air Force centers of excellence. That will be accomplished with a series of focused battle laboratories for **space, air expeditionary forces, battle management, force protection, information warfare and unmanned aerial vehicles**.

These new battle labs will be aimed, both institutionally and operationally, at our core competencies. Creating focused battle labs will explore new ideas and foster innovative technologies that will improve the capabilities of our core competencies.

The rate of technological change has accelerated and the nation's future force must keep pace to maintain its military edge. We must reinvigorate the spirit of innovation and creativity that has long been the hallmark of the United States Air Force.

# Core Competencies

## Air and Space Superiority

Superiority in air and space – control over what moves through air and space – delivers a fundamental benefit to the Joint Force. It prevents adversaries from interfering with operations of air, space or surface forces, and assures freedom of action and movement. The control of air and space is a critical enabler for the Joint Force because it allows all U.S. forces freedom *from* attack and freedom *to* attack. With Air and Space Superiority, the Joint Force can dominate enemy operations in all dimensions – land, sea, air and space.

### Gaining Air and Space

Superiority is not just operationally important, it is also a strategic imperative for protecting American lives throughout a crisis or conflict. It is the precursor for Dominant Maneuver and is also the basis of Full-Dimensional Protection. Strategic attack and interdiction – crucial to the outcome of any battle – are not possible without air superiority. Effective surface maneuver is impossible without it. So is efficient logistics. The bottom line is everything on the battlefield is at risk without Air and Space Superiority. Moreover, if air dominance is achieved and joint forces can operate with impunity throughout the adversary's battlespace, the Joint Force Commander will prevail quickly, efficiently and decisively.

Defense against ballistic and cruise missiles is an increasingly

important element of Air and Space Superiority. The rapidly growing theater and global threat posed to Americans and America's interests by cruise and ballistic missiles is one of the developments which is accelerating warfare along the air-space continuum. The Air Force is moving aggressively to counter this threat. Although the global and theater missile threats are now addressed separately, over time they will merge into a common missile defense architecture, becoming a single counter air and space missile defense mission.



## Global Attack

The ability of the Air Force to attack rapidly anywhere on the globe at any time is unique. The military utility of air power, particularly its speed, range, and flexibility prompted creation of the Air Force as a separate Service following World War II.

With the advent of the Cold War, Air Force long-range bombers and later intercontinental ballistic missiles began their vital roles in the nation's first priority of deterring nuclear war. Although nuclear weapons no longer play as central a role in America's national security strategy as they did during the Cold War, we recognize the dangers posed by the efforts of rogue states and others to acquire them. The Air Force will sustain its efforts in the nuclear area and strengthen its response to the growing risk of proliferation. To this end, the Air Force will maintain the bomber and land-based ballistic missile legs of the Triad while remaining prepared to undertake further reductions as circumstances require. The Air Force will also sustain its commitment to support the nuclear requirements of the theater CINCs. Moreover, the Air Force remains absolutely determined to maintain its record of excellence as the custodian of nuclear weapons by ensuring the safe and secure operation of those weapons.

Air Force short- and long-range attack capabilities continue to support the deterrence of conventional warfare by providing versatile, responsive combat power able to intervene decisively when necessary. The ability of the Air Force to engage globally, using both lethal and non-lethal means, is vital to today's national security strategy of Engagement and Enlargement. At present, almost a quarter of Air Force personnel are deployed overseas at any one time. The Air Force will maintain that level of commitment and will employ air and space power aggressively to meet the nation's needs for presence and power projection. Over time, however, technological change, threats to forward bases,



asymmetric strategies by adversaries who seek to deny entry to U.S. power projection forces, and growing budgetary pressures will likely change the way the Air Force carries out its presence and power projection missions.

The Air Force has developed and demonstrated the concept of an Air Expeditionary Force (AEF) rapidly deployable from the United States. This expeditionary force can be tailored to meet the needs of the Joint Force Commander, both for lethal and non-lethal applications, and can launch and be ready to fight in less than three days. The Air Force will develop new ways of doing mobility, force deployment, protection, and sustainability in support of the expeditionary concept.

Air Force power projection and presence capabilities today are a complementary mix of long-range and theater aircraft, based in the United States and forward-based. The Air Force has relied heavily in the past on the elements of that mix that were permanently forward-based overseas. Currently, the Air Force is increasing the role of expeditionary forces to maintain its global engagement capability. In the future, capabilities based in the continental United States will likely become the primary means for crisis response and power projection as long-range air and space-based assets increasingly fill the requirements of the Global Attack core competency.

## Rapid Global Mobility

Rapid Global Mobility provides the nation its global reach and underpins its role as a global power. The ability to move rapidly to any spot on the globe ensures that tomorrow, just as today, the nation can respond quickly and decisively to unexpected challenges to its interests.

As the number of forward-deployed forces declines and the need for immediate response to overseas events rises, the Air Force's global mobility forces will be in great demand by future Joint Force Commanders. When an operation must be carried out quickly, airlift and aerial refueling will be the key players. Rapid Global Mobility may build an air-bridge for joint forces, enable multi-national peace efforts, or speed tailored support to forces already on the scene.

Rapid deployment will remain the future Joint Team's most reliable combat force multiplier. Fighter forces paired with precision weapons provide formidable capabilities that our mobility fleet can deploy worldwide and sustain at high in-theater sortie rates. In other cases, such as delivery of humanitarian relief, the rapid delivery of material is the focus of effort.

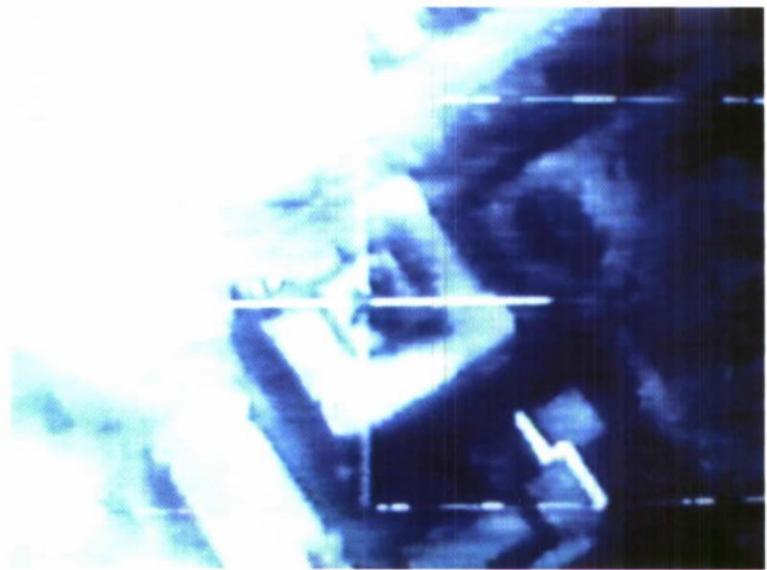
In the 21st Century, Rapid Global Mobility will be multi-faceted. Better use of commercial carriers will be made to increase the efficiency of Air Force mobility. The speed with which forces are moved will increase, and airlift and air refueling capabilities must be able to deliver tailored forces operating with a smaller footprint.



## Precision Engagement

*Joint Vision 2010* defines Precision Engagement as the capability "...that enables our forces to locate the objective or target, provide responsive command and control, generate the desired effect, assess our level of success, and retain the flexibility to re-engage with precision when required." The Air Force's core competency of Precision Engagement is grounded in the Joint definition. Its essence lies in the ability to apply selective force against specific targets and achieve discrete and discriminant effects. The nation needs the precise application of military capability to meet policy objectives. The Air Force's Precision Engagement core competency provides the nation with *reliable* precision, an ability to deliver what is needed for the desired effect, but with minimal risk and collateral damage.

Technology has driven each military era's definition of precision. In the 21st Century, it will be possible to find, fix or track and target anything that moves on the surface of the earth. This emerging reality will change the conduct of warfare and the role of air and space power. As Air Force members, we have a responsibility to understand, develop and advocate new ways that air and space power can serve the nation and the Joint Force Commander. We must develop new operational concepts that clearly address how air and space power can achieve directly or contribute to achieving the full range of joint campaign objectives. Our ideas and doctrine must be as creative and flexible as the instrument itself.



When conflict occurs, the Air Force of the 21st Century must be able to offer options for the employment of force in measured but effective doses. To do so, the Air Force will rely on global awareness capabilities to support national decision-making and joint operations to determine military objectives and enable precise targeting. Air and space forces will then apply power that is no less overwhelming because it is also discriminating. Discriminating effects are selective; they aim for efficiency and steer away from unwanted collateral damage. The Air Force core competency of Precision Engagement will remain a top priority in the 21st Century.

## Information Superiority

In no other area is the pace and extent of technological change as great as in the realm of information. The volume of information in joint warfare is already growing rapidly. The ability of the future Joint Team to achieve dominant battlefield awareness will depend heavily on the ability of the Air Force's air- and space-based assets to provide global awareness, intelligence, communications, weather and navigation support. While Information Superiority is not the Air Force's sole domain, it is, and will remain, an Air Force core competency. The strategic perspective and the flexibility gained from operating in the air-space continuum make airmen uniquely suited for information operations.

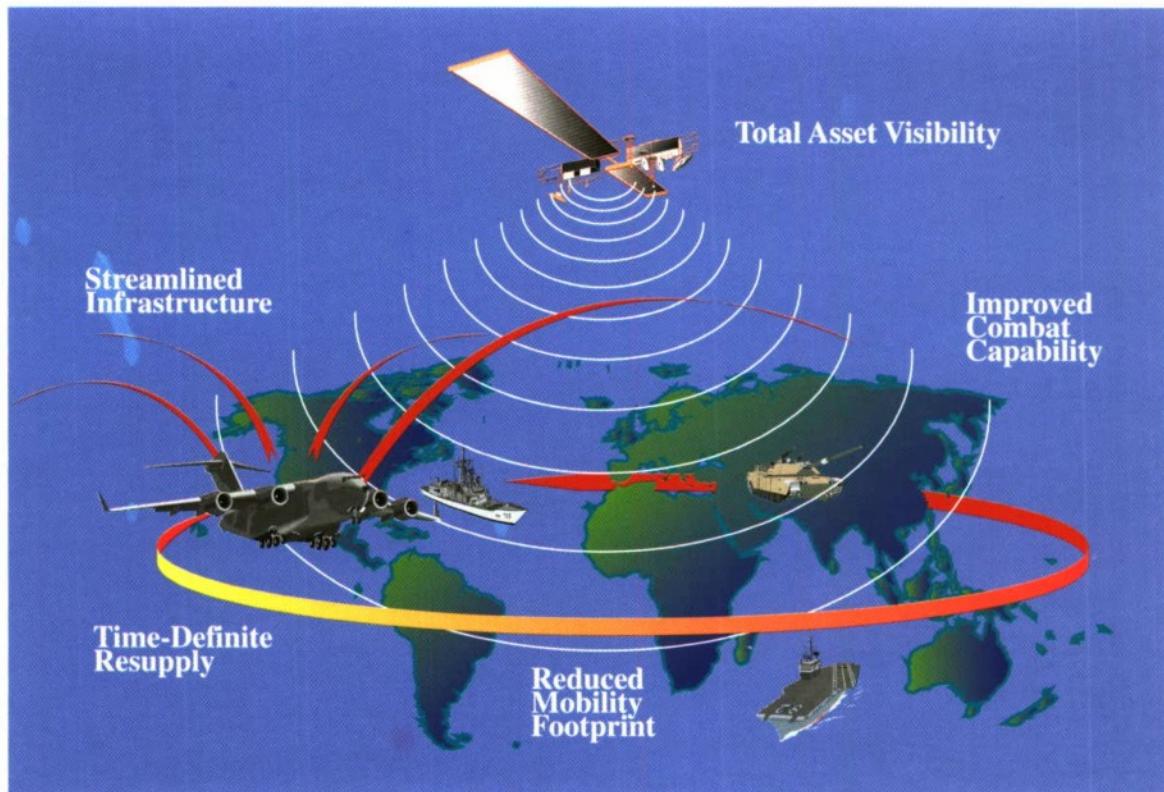
Providing Full Spectrum Dominance requires a truly interactive common battlespace picture. The Air Force is committed to providing the integrated global and theater air, space and surface picture of the battlespace to the 21st Century Joint Force Commander. Moreover, its future Battle Management/Command and Control (BM/C<sup>2</sup>) systems will enable real-time control and execution of all air and space missions. The Air Force will also ensure that its information systems will be fully interoperable for seamless integrated battlespace management.

The Air Force will exploit the technological promise of Unmanned Aerial Vehicles (UAVs) and

explore their potential uses over the full range of combat missions. The highest payoff applications in the near-term are Intelligence, Surveillance, Reconnaissance (ISR) and communications. A dedicated Air Force UAV squadron will focus on operating the Predator medium-range surveillance UAV, which also will serve as a testbed for developing concepts for operating high altitude, long endurance UAVs. In the mid-term, the Air Force expects that suppression-of-enemy-air defense (SEAD) missions may be conducted from UAVs, while the migration of additional missions to UAVs will depend upon technology maturation, affordability and the evolution to other forms of warfare.

Information Operations, and Information Warfare (IW) in particular, will grow in importance during the 21st Century. The Air Force will aggressively expand its efforts in defensive IW as it continues to develop its offensive IW capabilities. The top IW priority is to defend our own increasingly information-intensive capabilities. Already dedicated and operational in the garrison defense of computer systems, the Air Force will continue to invest in defensive IW, and move to defend its forward-deployed assets, particularly in BM/C<sup>2</sup>. On the offensive side, the Air Force will emphasize operational and tactical IW and continue, in conjunction with other Federal agencies, to support strategic information operations.





## Agile Combat Support

Agile Combat Support is recognized as a core competency for its central role in enabling air and space power to contribute to the objectives of a Joint Force Commander. Effective combat support operations allow combat commanders to improve the responsiveness, deployability, and sustainability of their forces. The efficiency and flexibility of Agile Combat Support will substitute responsiveness for massive deployed inventories.

Combat operations in the 21st Century will require highly responsive and agile forces. The Air Force leadership adopted the concept of time-definite resupply, a fundamental shift in the way we support deployed forces. Resupply of deployed forces

will begin upon arrival, reducing their initial lift requirement. Time-definite delivery will form the basis for all resupply in the theater, thus reducing total lift requirement. When combat commanders require an item, the system will reach back to the continental United States and deliver it where and when it is needed. This reach-back approach will make it possible to deploy fewer functions and personnel forward for the deployment and sustainment processes. This, in turn, will reduce the size and therefore the vulnerability of our forces forward. Providing for force protection is not just a matter of airbase operability and security, as important as they are. It also involves the redesign of our power projection forces to reduce the size of the force protection problem.

To provide Agile Combat Support, information technology must be leveraged to improve command and control which is key to accurate and timely decisions. As an example, the ability to know the location of critical parts, no matter which Service or agency holds the parts, will allow enormous gains in efficiency. The Air Force depot system will continue to reduce cycle times and streamline its infrastructure. Outsourcing and privatization, as well as other Services' capabilities, will be major tools in helping

to move the materiel required for deployed forces from "factory to flightline." These concepts will be pursued, first in the context of the Air Expeditionary Force and, once matured, for the 21st Century force.

Agile Combat Support's essential contribution to air and space combat capability complements the Joint designation of Focused Logistics as an operational concept, which is indispensable to achieving Full Spectrum Dominance.



**P**eople are at the heart of the Air Force's military capability, and people will continue to be the most important element of the Air Force's success in capitalizing on change. The Air Force of tomorrow and beyond must encourage individuals to be comfortable with uncertainty and willing to make decisions with less than perfect information. Accordingly, our people must understand the doctrine, culture and competencies of the Air Force as a whole – in addition to mastering their own specialties. Emphasis on creating an Air Force environment that fosters responsiveness and innovation, and rewards adaptability and agility will be crucial as we move into the early part of the next century. Many things may change, but the Air Force of the first quarter of the 21st Century will continue to place a high priority on maintaining the high quality of its men and women, and on providing quality of life for Air Force members and their families.

### **The Total Force of the Future**

One sign of change in the Air Force will be how the definition of the Air Force operator develops in the future. At its birth, all Air Force operators wore wings. Future definitions of operators will change as the Air Force changes. Moreover, all combat operations in the 21st Century will depend on real-time control and employment of information, further broadening the definition of the future operator. *In the future, any military or civilian member who is experienced in the employment and doctrine of air and space power will be considered an operator.*

The composition of the future Total Force will change as the nature of air and space power changes. As a result, the Air Force is committed to outsourcing and privatizing many functions now performed internally. The force will be smaller. Non-opera-

tional support functions will increasingly be performed by Air Force civilians or contractors. Most uniformed personnel will be operators and a greater percentage will be from the Reserve components.

To prepare for the changes ahead, the Air Force has reviewed, generally reaffirmed and initiated some adjustments to its career development patterns for its officers, enlisted and civilian force. To ensure its future leaders all share a full and common understanding of air and space operations, the Air Force decided to create a new Air and Space Basic Course. This course will focus on the history, doctrine, strategy and operational aspects of air and space power. The desired outcome is for each new officer and selected senior NCOs and civilians to have a thorough knowledge of the day-to-day capabilities of combined air and space operations. Most officer graduates from this course will go directly to operational jobs as their first assignment before performing their functional specialty.

The Air Force will seek new opportunities to capitalize on the synergy of the Air National Guard and Air Force Reserve forces in an integrated TOTAL Force. In its effort to maximize and improve operational effectiveness and efficiency, the Air Force will explore additional opportunities for new Guard and Reserve missions as well as expanding the use of Individual Mobilization Augmentees (IMAs). The Air Force's ability to rely upon and integrate its Reserve components is already a fundamental strength, one that will continue to play a major role for the nation in the next century.

# Air Force People



**“Air Power has become predominant...both as a deterrent to war...and in the eventuality of war...as the devastating force to destroy an enemy’s potential and fatally undermine his will to wage war.”**

General Omar Bradley



**“Without that air force, without the aid of its power, entirely aside from its anticipated ability to sweep the enemy air forces out of the sky, without its power to intervene in the land battle, that [Normandy] invasion would have been fantastic ...unless we had that faith in the air power to intervene and to make safe that landing, it would have been more than fantastic, it would have been criminal.”**

Dwight D. Eisenhower



**“The United States Air Force and Navy and the precision bombing...its immediate visible effects on the negotiations in Bosnia...was the decisive factor.”**

Ambassador Richard Holbrooke



**“In Desert Storm...[w]e had air dominance. That air dominance allowed our strike aircraft to devastate the enemy air forces, and, at the same time, allowed our ground forces to operate without any air interdiction. Desert Storm taught us something about air dominance. We had it, we liked it, and we’re going to keep it.”**

Secretary of Defense William Perry

## A Force Grounded in Core Values

The ideals embodied in the Air Force core values are:

- Integrity first
- Service before self
- Excellence in all we do

They are universally prescriptive. Despite the uncertainty of the future, the Air Force can say with certainty that today and tomorrow, it must live up to these ideals or it cannot live up to its responsibilities. Our core values are fundamental and timeless in nature, and reach across the entire force. Our core values are values for service, values for life, and must be reflected in everything that we do.

A values-based Air Force is characterized by cohesive units, manned with people who exhibit loyalty, who want to belong, and who act in a manner

consistent with Air Force core values, even under conditions of high stress. To ensure this values-based Air Force, three elements – education, leadership and accountability – provide a framework to establish the strongest imprint of shared Air Force core values. In the Air Force of tomorrow, as in the Air Force of today, these stated and practiced values must be identical.

The Air Force will continue to reinforce its core values in all aspects of its education and training. The goal is to provide one hundred percent of the Total Force with core values education and training continually throughout a career. The Air and Space Basic Course will also ensure that the Air Force's future leaders, military and civilian, have a common, shared foundation in core values, doctrine, and operations.



**D**efining our future core competencies tells us what business the Air Force will be in as it enters the 21st Century. But the Air Force must change the way it does business if it is to meet the future demands for air and space power. Continuing pressure on resources will make increased efficiency and reduced infrastructure costs necessary for success.

The Air Force has long recognized the importance of responsible stewardship of taxpayer dollars and will strive to achieve the highest standards for efficiency. Ensuring the nation has capabilities to hedge against unforeseen and multiple threats across the full spectrum of conflict puts a premium on efficiency. The real penalty for inefficiency is not just wasted dollars, but unmet demand for military capabilities.

Our warfighting activities will be designed for effectiveness and our support activities will be designed for efficiency. All support activities will be run more like businesses, using the "best practices" gleaned from top performers. Air Force personnel will focus on preparing for and conducting military operations – their competence – while support activities not deployed for combat will be performed by a robust civilian and competitive private sector. The Air Force is committed to the organizational and cultural change to make this vision a reality.

The Air Force will increase the efficiency of its modernization process through the focused exploitation of emerging information technologies and by accelerating its ongoing acquisition reform program. It also will strengthen the concept of integrated weapon system management by clarifying relationships between single-product managers, their customers and the depot and contracted activities that support them.

The Air Force is committed to the aggressive reduction of infrastructure costs. The role of commercial industry will be maximized to ensure "best-value practices" throughout the development and production process. These activities – research, development, testing and evaluation (RDT&E), and sustainment – will be consolidated into Centers of Excellence encompassing mission areas directly related to Air Force core

competencies. The Air Force will also explore teaming with the other services to form Joint Centers of Excellence for RDT&E.

Inefficiency drains resources needed for the capabilities the nation needs from its future joint force team. The overlap and redundancy of test and evaluation facilities must be reduced through streamlining, integration, outsourcing and privatization. New technologies, particularly in testing through modeling and simulation, must be exploited to reduce costs and improve effectiveness.

The Air Force's determination to become more efficient will also affect the composition of its future workforce. Its commitment to an aggressive program of civilianizing many combat support functions, as well as outsourcing and privatization, will push more support functions into the civilian workforce and, in many cases, into the private sector.

The Air Force believes that one of its most important attributes is a sense of community among its members and their families. Far more than simple "pride in the team," this factor builds the motivational identity and commitment that underlie our core values, career decisions, and combat capability. The excellence of our installations and Quality of Life standards contribute to this, and to the general well-being of the members of the Air Force family. The Air Force is rededicating itself to both maintaining this sense of community and finding new and more efficient ways of providing it.

# Key Elements of Air Force Infrastructure



"Still the question recurs

'can we do better?'

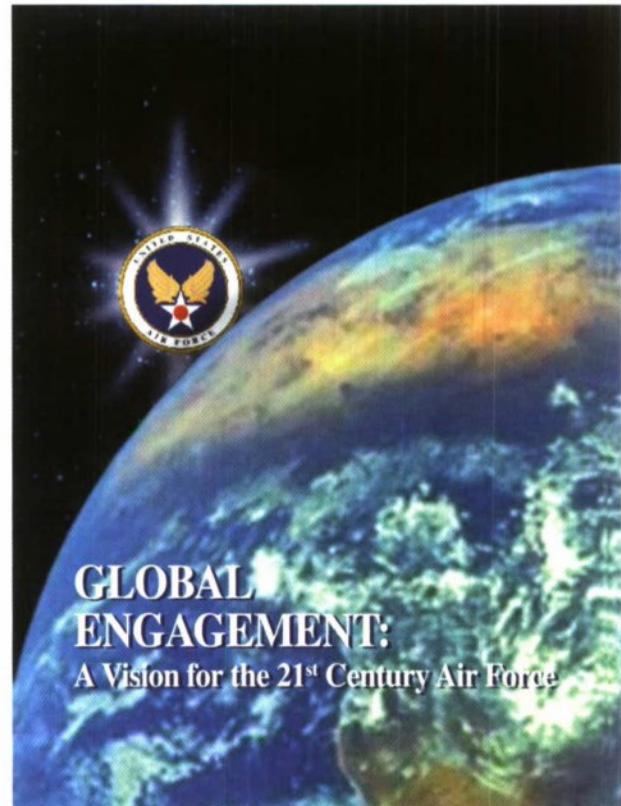
The dogmas of the quiet  
past are inadequate to the  
stormy present. The  
occasion is piled high with  
difficulty, and we must rise  
with the occasion.

As our case is so new,  
we must think anew, and  
act anew."

Abraham Lincoln

This document sets out a new Air Force strategic vision for the 21st Century. It provides a vision of the future and a path back to the present to guide today's planners. Following this path requires a revitalized and institutionalized long-range planning process.

The Long-Range Plan will identify those initial steps and transition decisions which are necessary to reach the goals outlined in this strategic vision document. Transition decisions are critical to formulating meaningful divestment and investment strategies, to making transitions from sunset to sunrise systems and capabilities, and to providing the milestones and feedback mechanisms that ensure accountability. The Long-Range Plan will further guide the Air Force's other planning and resource allocation processes.



# Looking Back to the Present to Plan for a New Century

# Final Thoughts

**G**lobal Reach – Global Power prepared the Air Force to deal with the challenges of the transition era following the Cold War. *Global Engagement: A Vision for the 21st Century Air Force* charts a course that will take the Service beyond this transitional period and into the future. It is a future in which dramatic changes wrought by technology will be the norm. It is also a future in which the core values of service, integrity and excellence will continue to sustain the men and women of the Air Force. Most importantly, the Air Force's devotion to air and space power will continue to provide the strategic perspective and rapid response the nation will demand as it enters the 21st Century.

Our Vision Statement remains: **Air Force people building the world's most respected air and space force...global power and reach for America.**



# **CORE VALUES**

United States Air Force

INTEGRITY FIRST  
SERVICE BEFORE SELF  
EXCELLENCE IN ALL WE DO



GOLDEN LEGACY....BOUNLESS FUTURE

